

# Agenda

**SA: Ready  
to Work**

7:40-8:00

**Plenary and Welcome**

8:00-9:00

**Employer Engagement**

9:00-9:15

*Break*

9:15-10:30

**Outcomes and Program Evaluation**

10:30-10:50

*Break*

10:50-12:15

**Wraparound Support and Case Management**

12:15-12:30

**Closing Remarks**

12:30-1:30

*Lunch*

**SA: Ready  
to Work**

**Morning Plenary**

**Welcome**



# **SA: Ready to Work**

## **Employer Engagement Panel**

**Ron Nirenberg**  
Mayor of San Antonio

**Craig Boyan**  
President, H-E-B

**Aaron Demerson**  
Texas Workforce Commissioner Representing Employers

**Jennifer Lange**  
Managing Director – Accenture Federal Services  
San Antonio Advanced Technology Center Lead

**Dan Miller**  
Chief Executive Officer, Methodist Hospital and  
Methodist Children's Hospital

# **SA: Ready to Work**

## **Outcomes and Evaluation**

**Dr. Paul Osterman**

NTU Professor  
Massachusetts Institute of Technology

**Dr. Lloyd Potter**

Professor  
University of Texas at San Antonio  
State of Texas Demographer

# SA Ready to Work

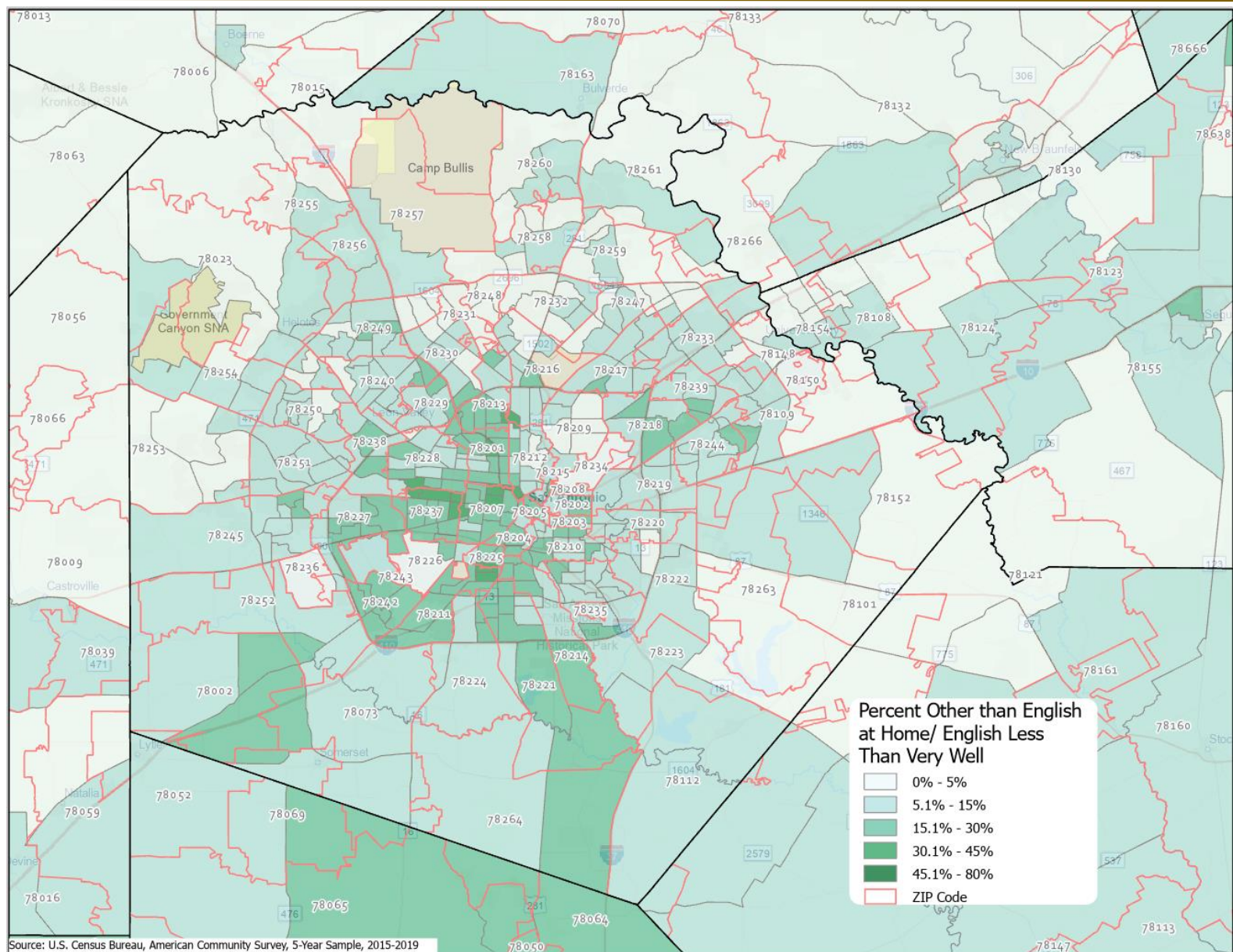
## Workforce Characteristics and Program Evaluation

July 28, 2021





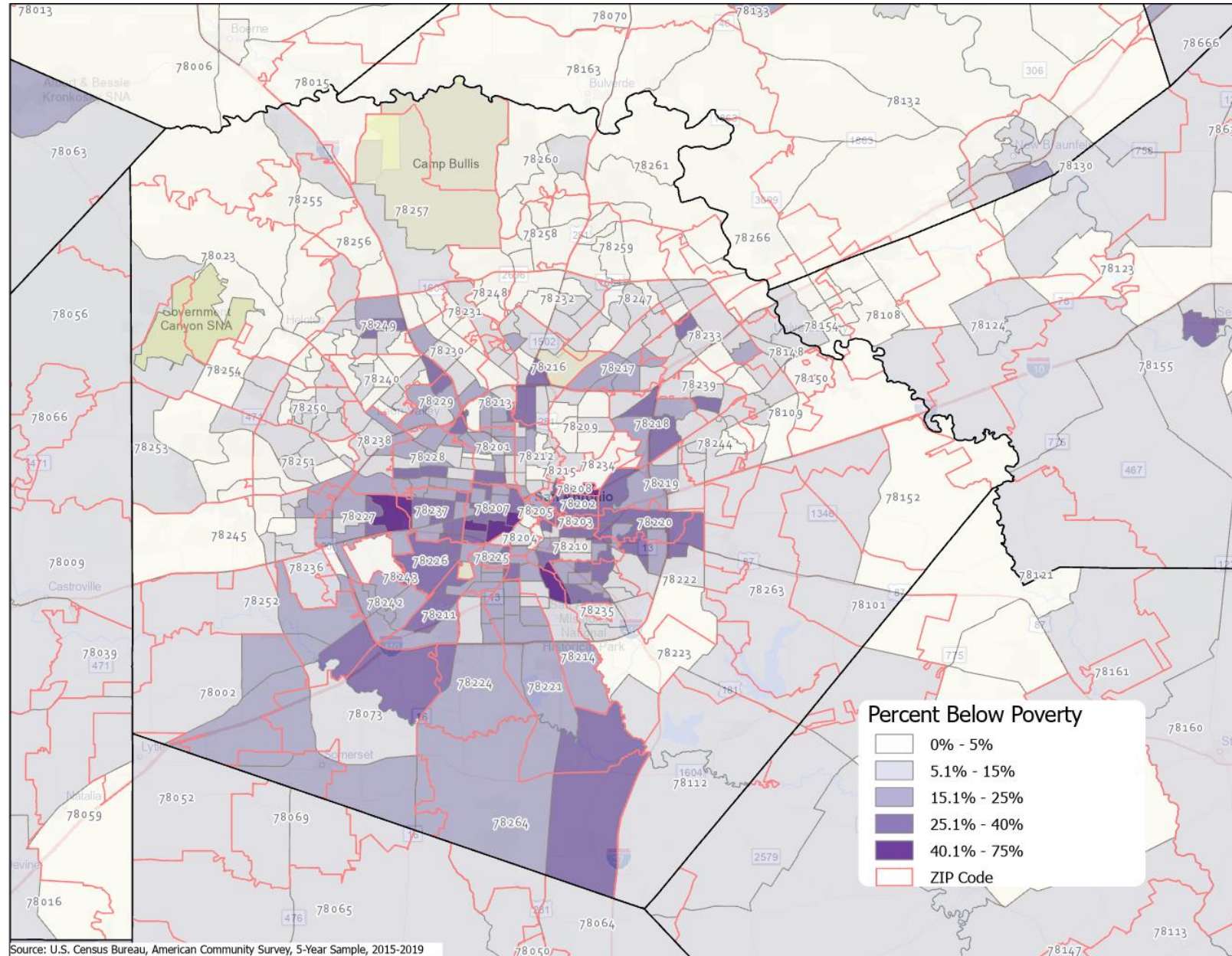
# Percent of persons who speak a language other than English at home, and who speak English less than very well, Bexar County Census Tracts, 2015-19







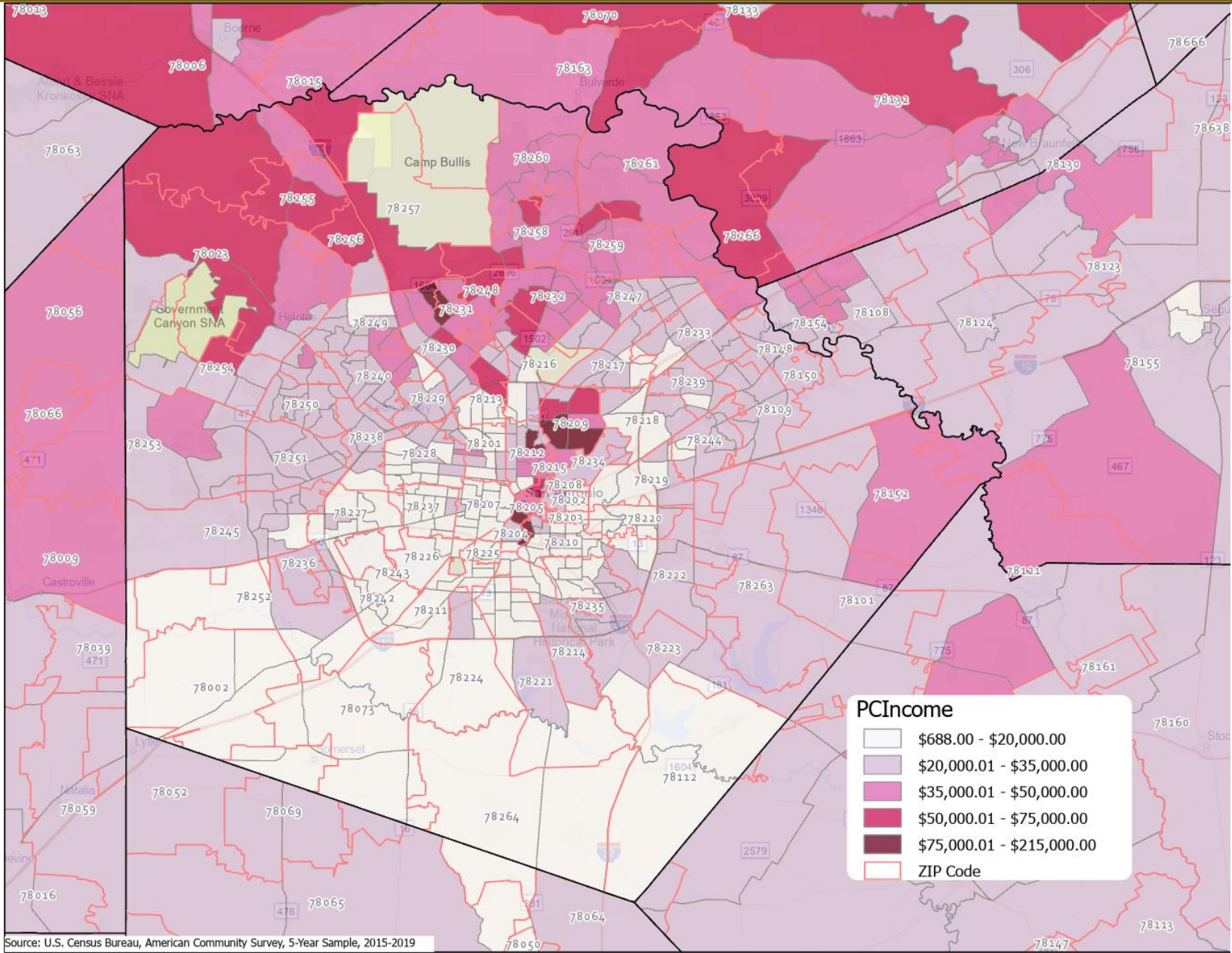
## Percent of living below poverty, Bexar County Census Tracts, 2015-19







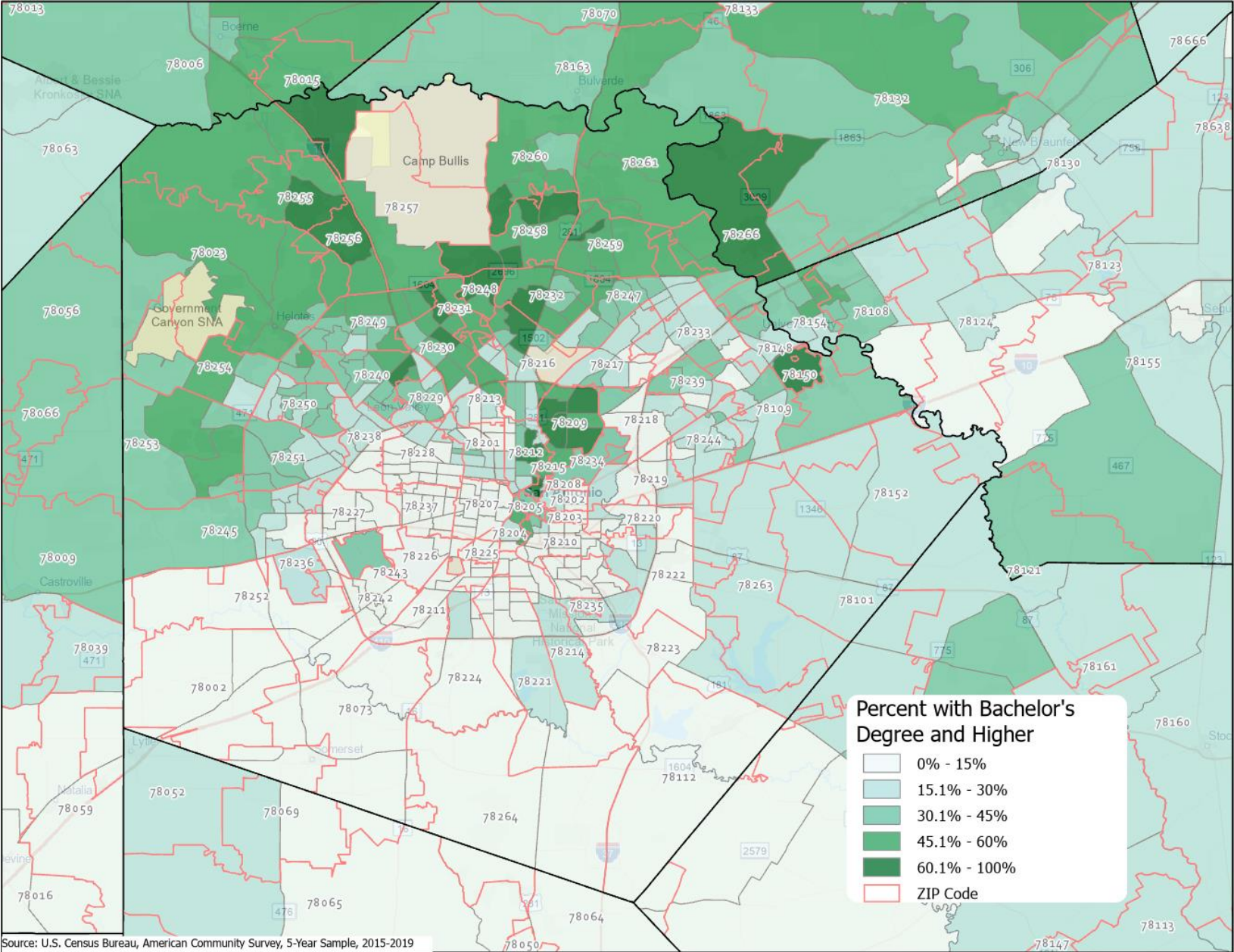
# Per capita income, Bexar County Census Tracts, 2015-19







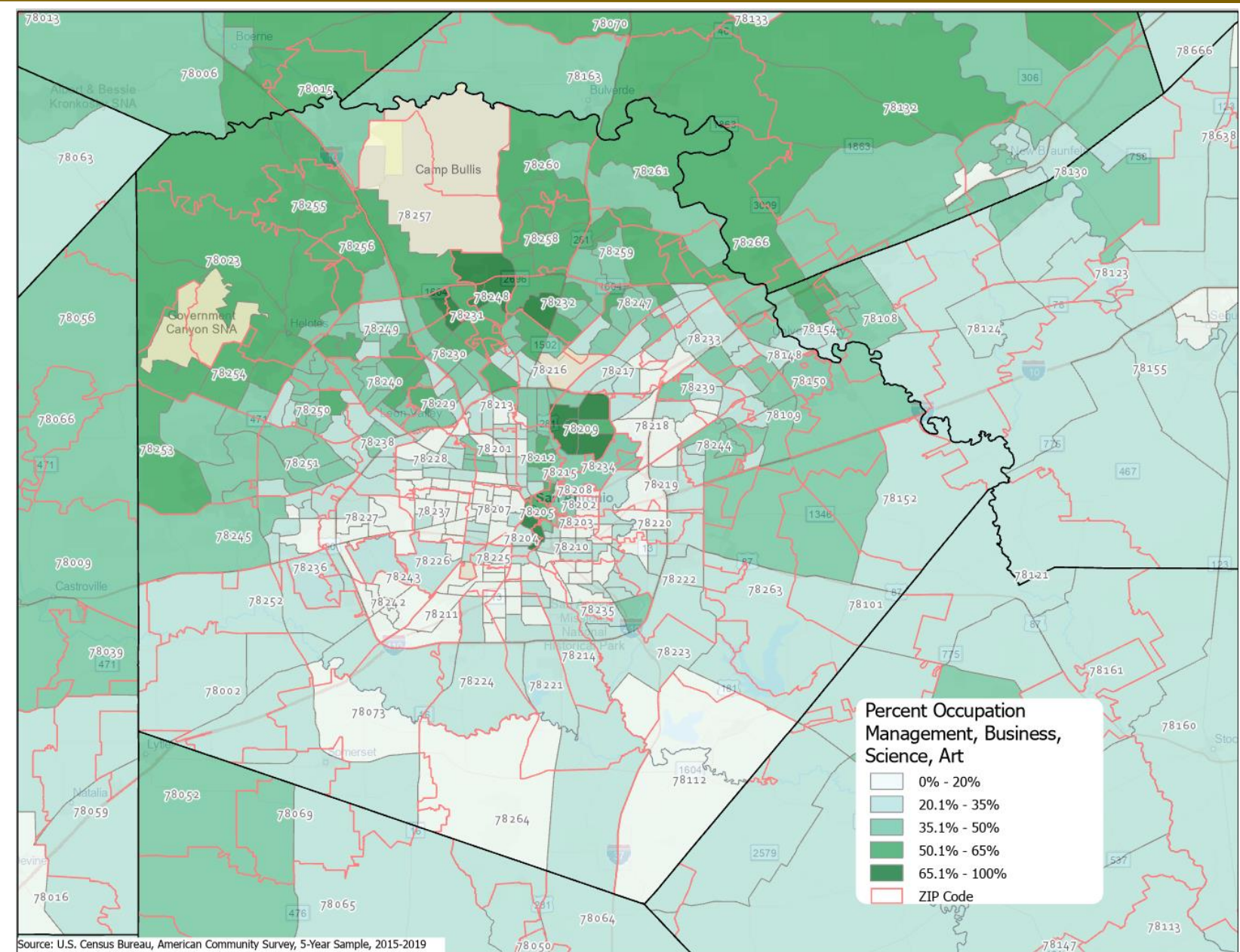
# Percent of persons aged 25 years and older with bachelor's degree or higher, Bexar County Census Tracts, 2015-19







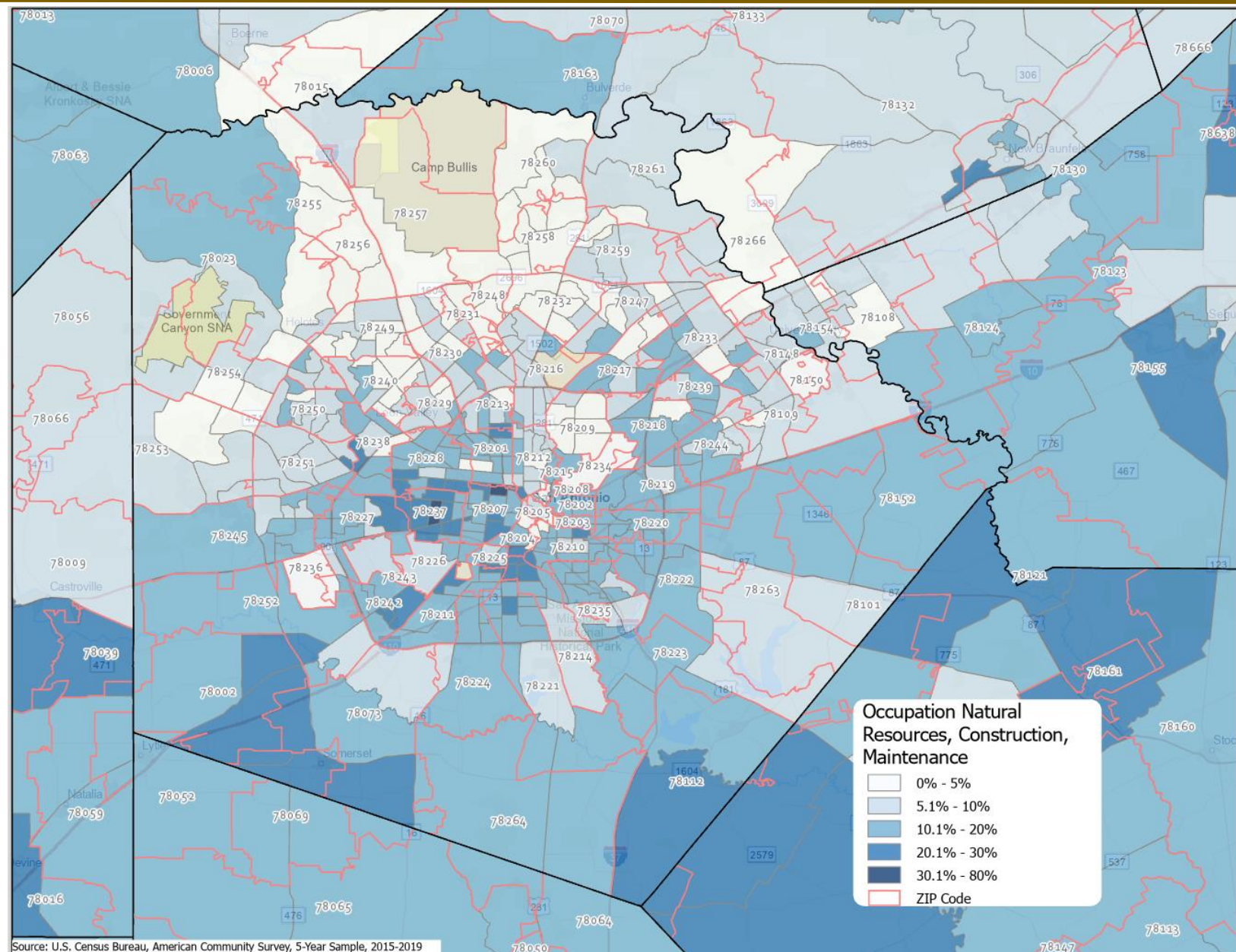
# Percent of labor force working in management, business, science, art occupations, Bexar County Census Tracts, 2015-19







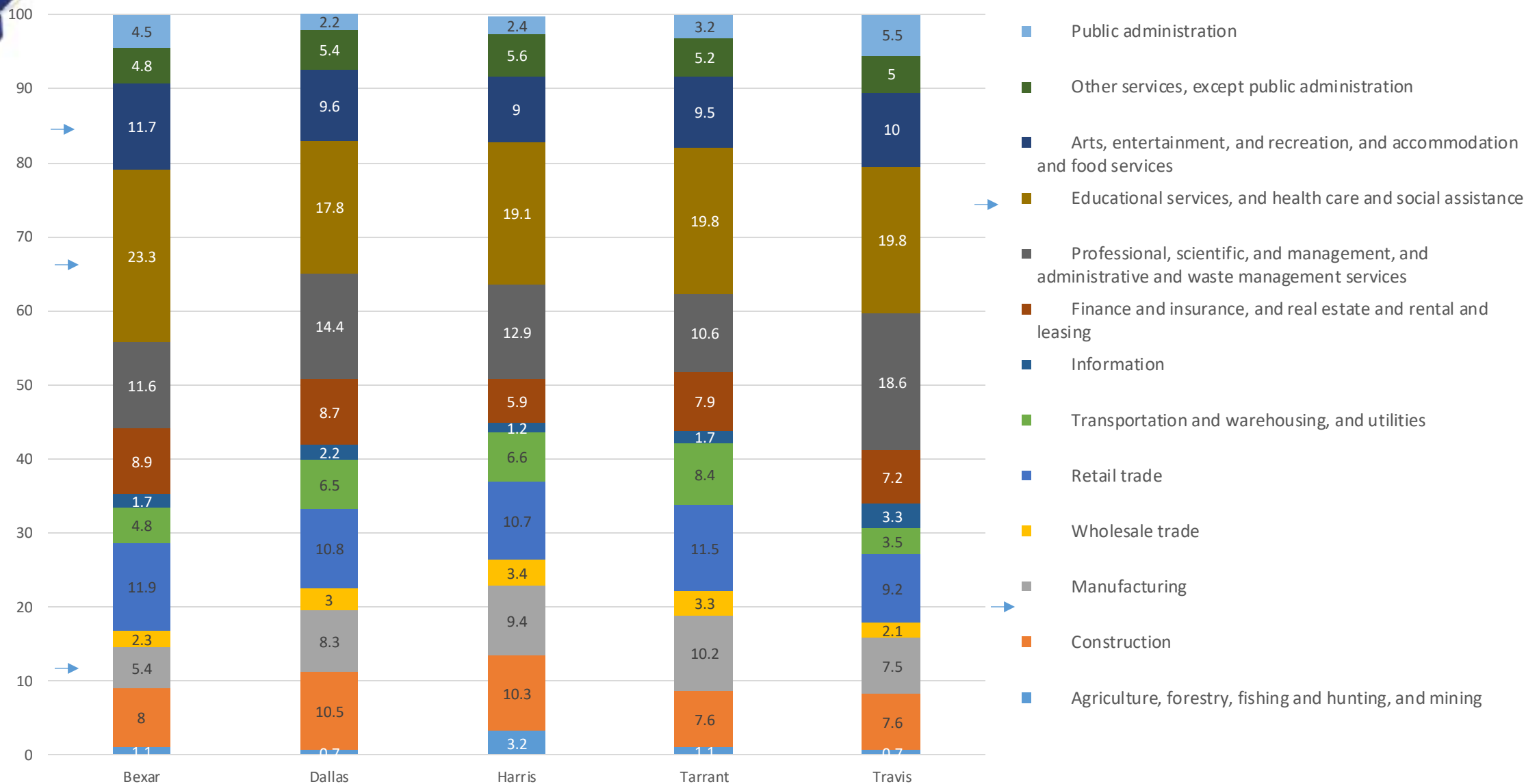
# Percent of labor force working natural resources, construction, maintenance occupations, Bexar County Census Tracts, 2015-19



Source: U.S. Census Bureau, American Community Survey, 5-Year Sample, 2015-2019



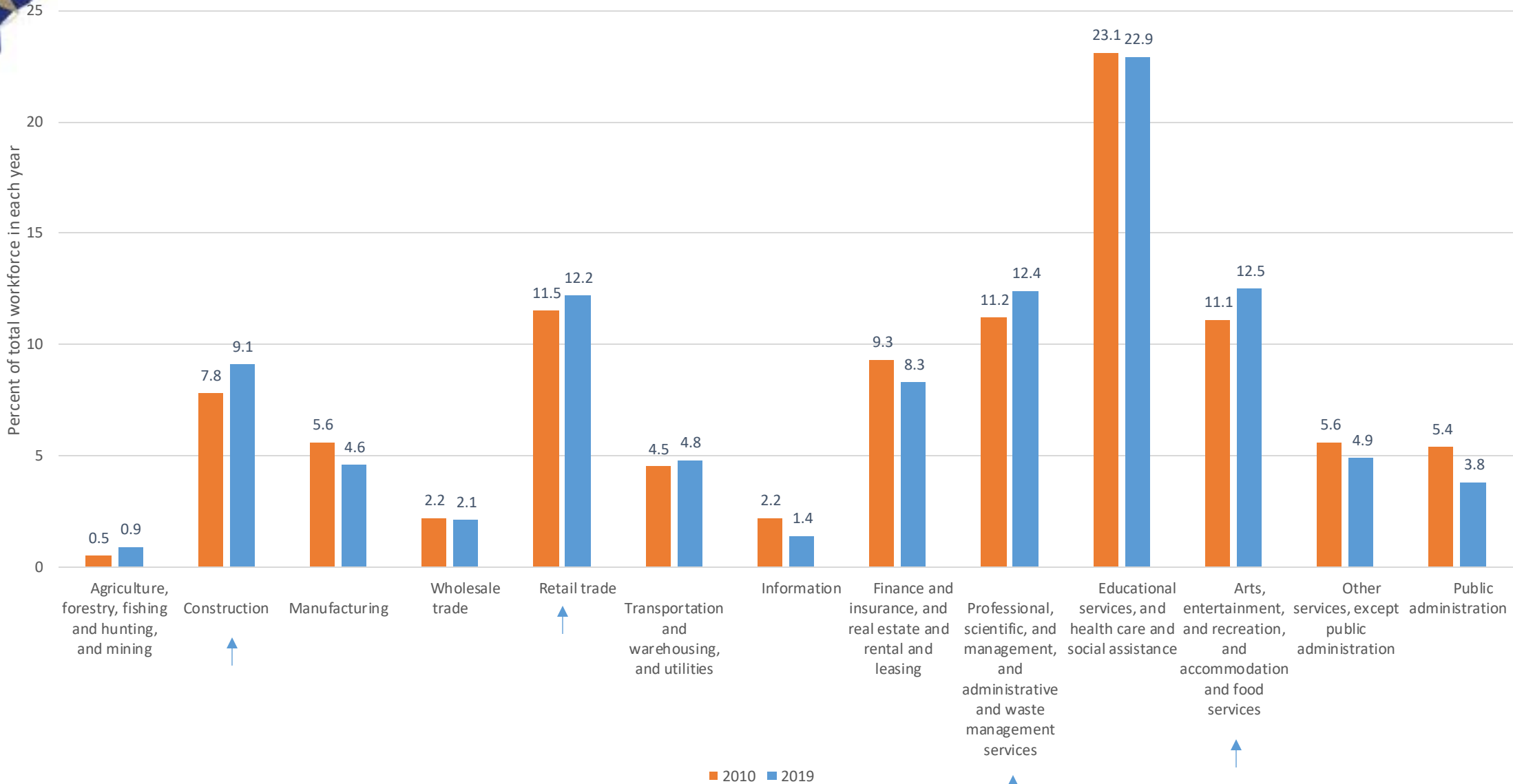
## Industrial workforce distributions for core Texas counties, 2019







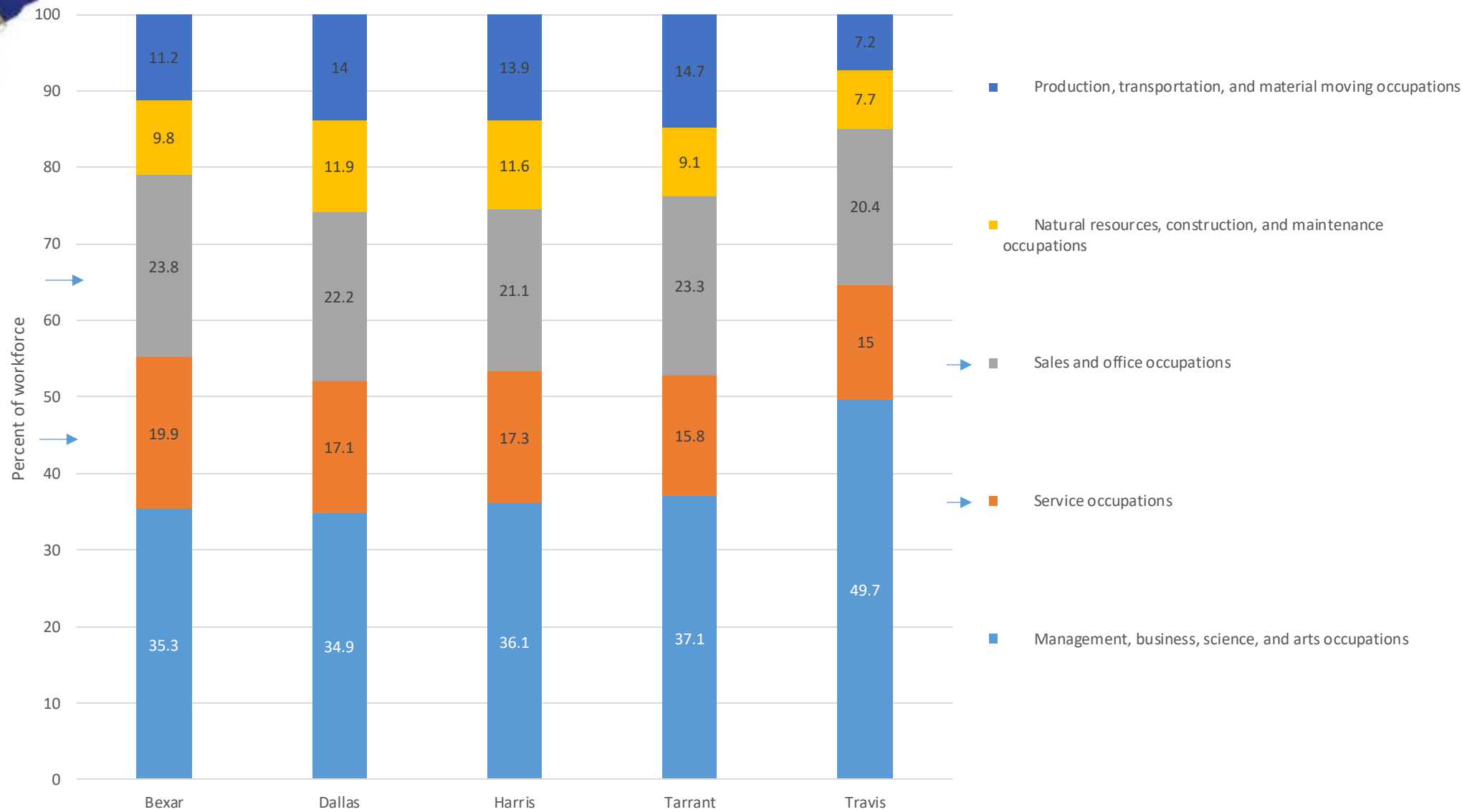
# Change in workforce industrial distribution for Bexar County, Texas, 2010-2019



Source: U.S. Census Bureau, American Community Survey, 1-year Sample, 2019

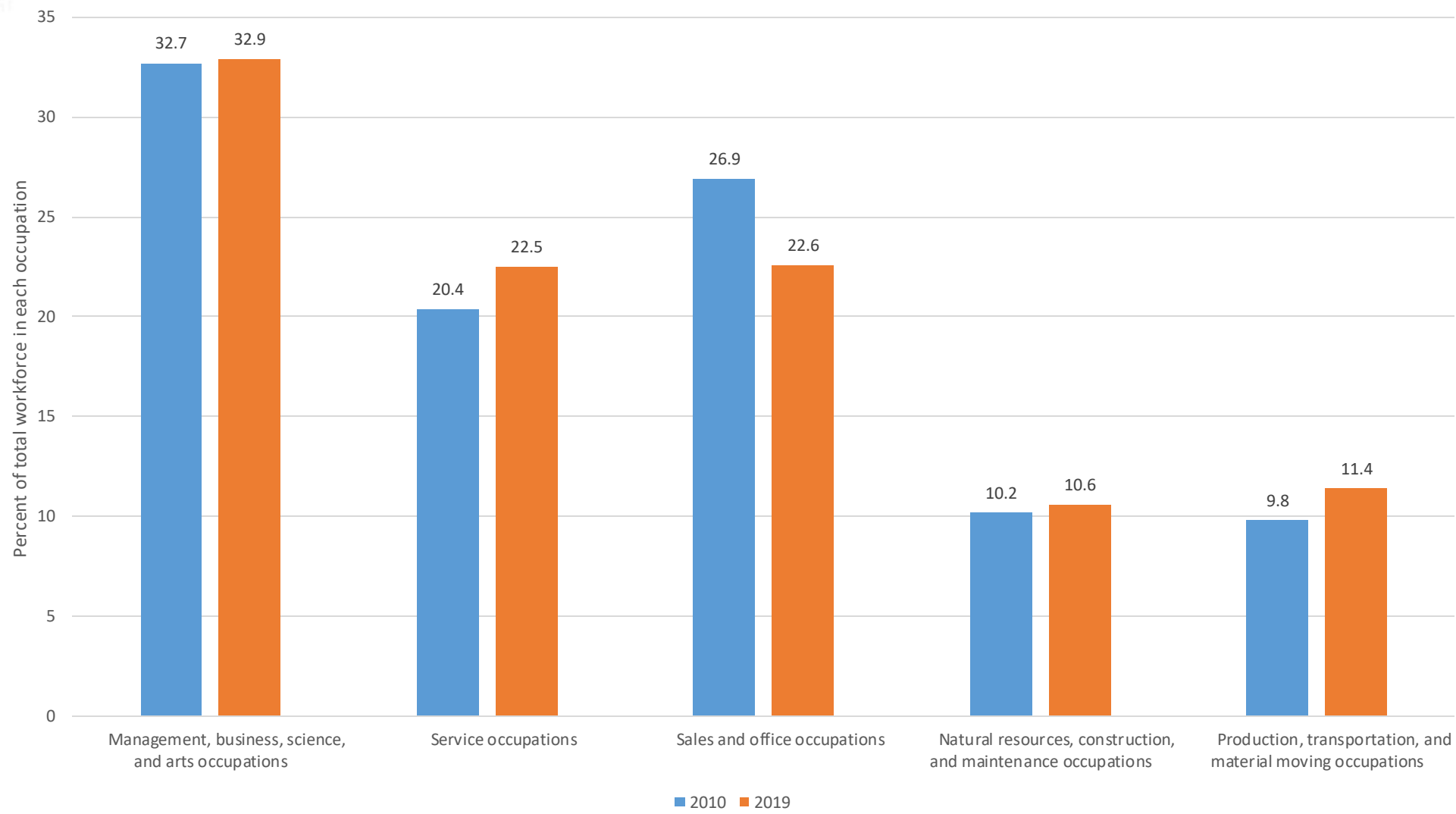


# Occupational workforce distributions for core Texas counties, 2019





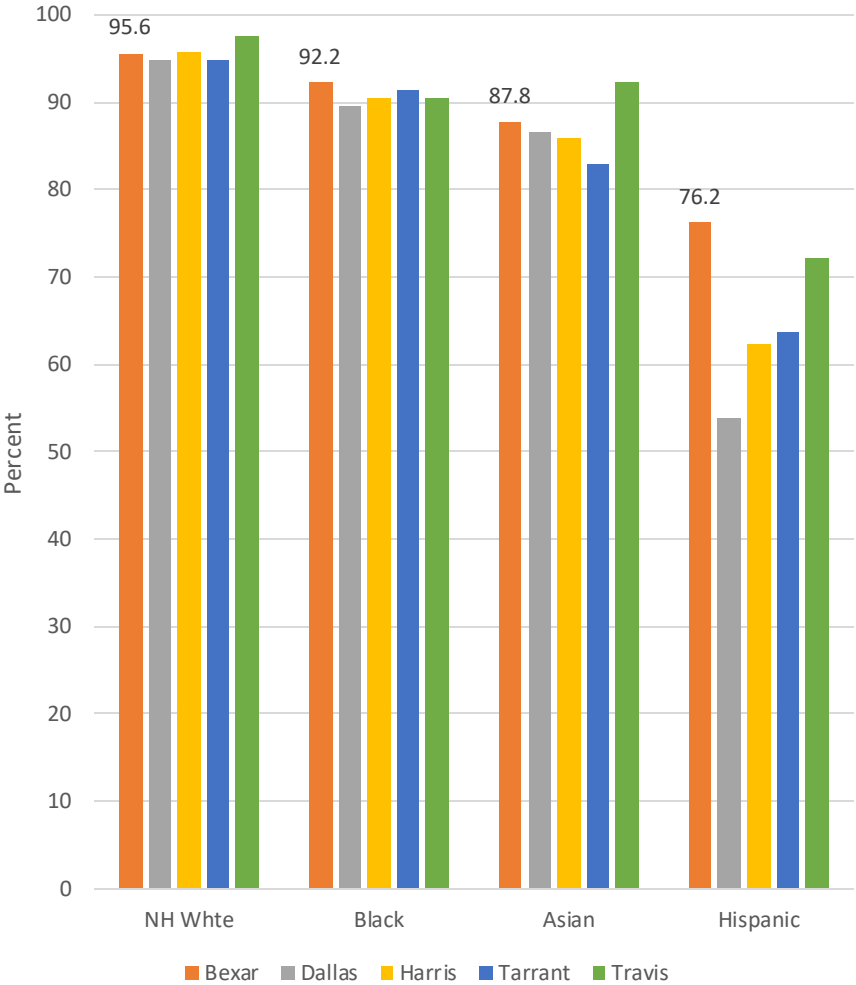
# Change in workforce occupational distribution for Bexar County, Texas, 2010-2019



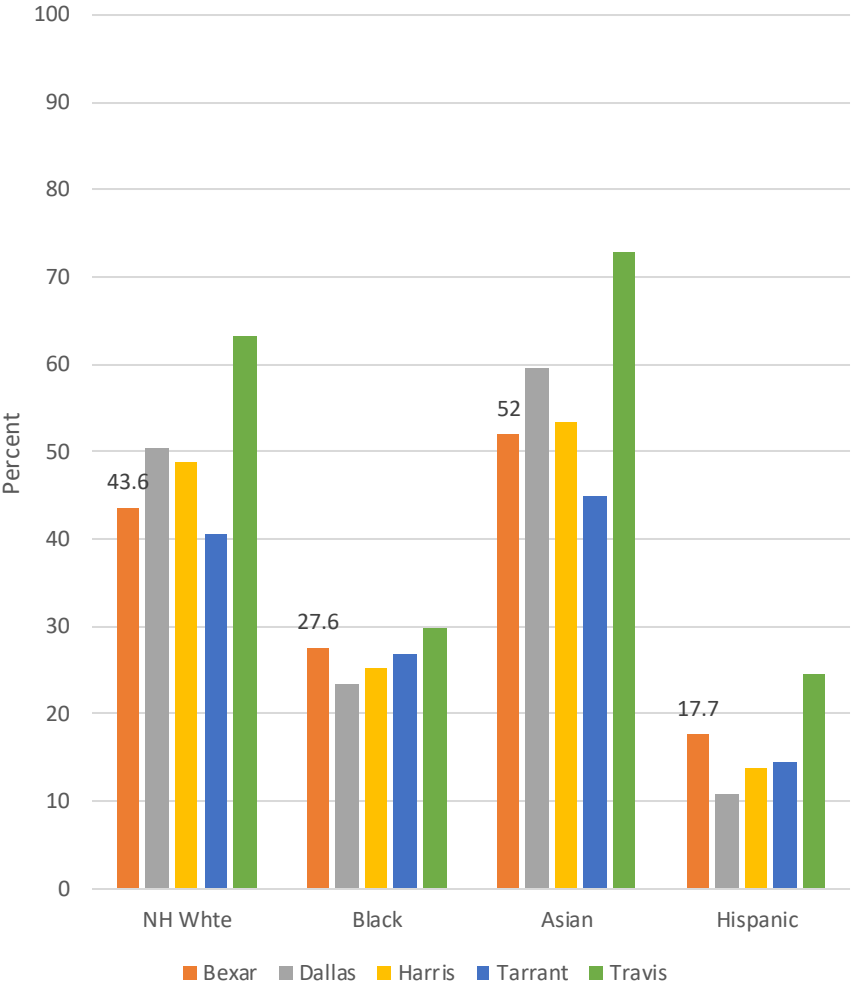


Educational attainment by race/ethnicity, persons aged 25 years and older for core Texas counties, 2019

High School and Higher



Bachelor's Degree and Higher







## Evaluating Performance and Outcomes



# Logic Models and Performance Measures

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- Using a logic model as part of the evaluation process helps to organize and map the program with outputs and outcomes
- Logic models can assist in the development of Performance Measures
- Performance Measures help measure project performance
- Performance measures help justify what's working and areas for improvement and can lead to program evaluation



# Performance Measurement

The ongoing monitoring and reporting of program process and accomplishments, using pre-selected performance measures.

# Program Evaluation

A systematic study that uses measurement and analysis to answer specific questions about how well a program is working to achieve its outcomes and why.



# Good Performance Measures

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- Provide a way to see if our strategy is working
- Allow measurement of accomplishments (qualitative), not just of the work that is performed
- Provide a common language for communication
- Are explicitly defined in terms of unit of measure, collection frequency, data quality, expected value (targets), and thresholds
- Are valid, to ensure measurement of the right things
- Are verifiable, to ensure data collection accuracy





# Performance Measures vs. Evaluation

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## Performance Measurement

- Ongoing monitoring and reporting of accomplishments.
- Examines achievement of program objectives.
- Describes program achievements in terms of outputs, outcomes in a given time against a pre-established goal.
- Early warning to management.

## Program Evaluation

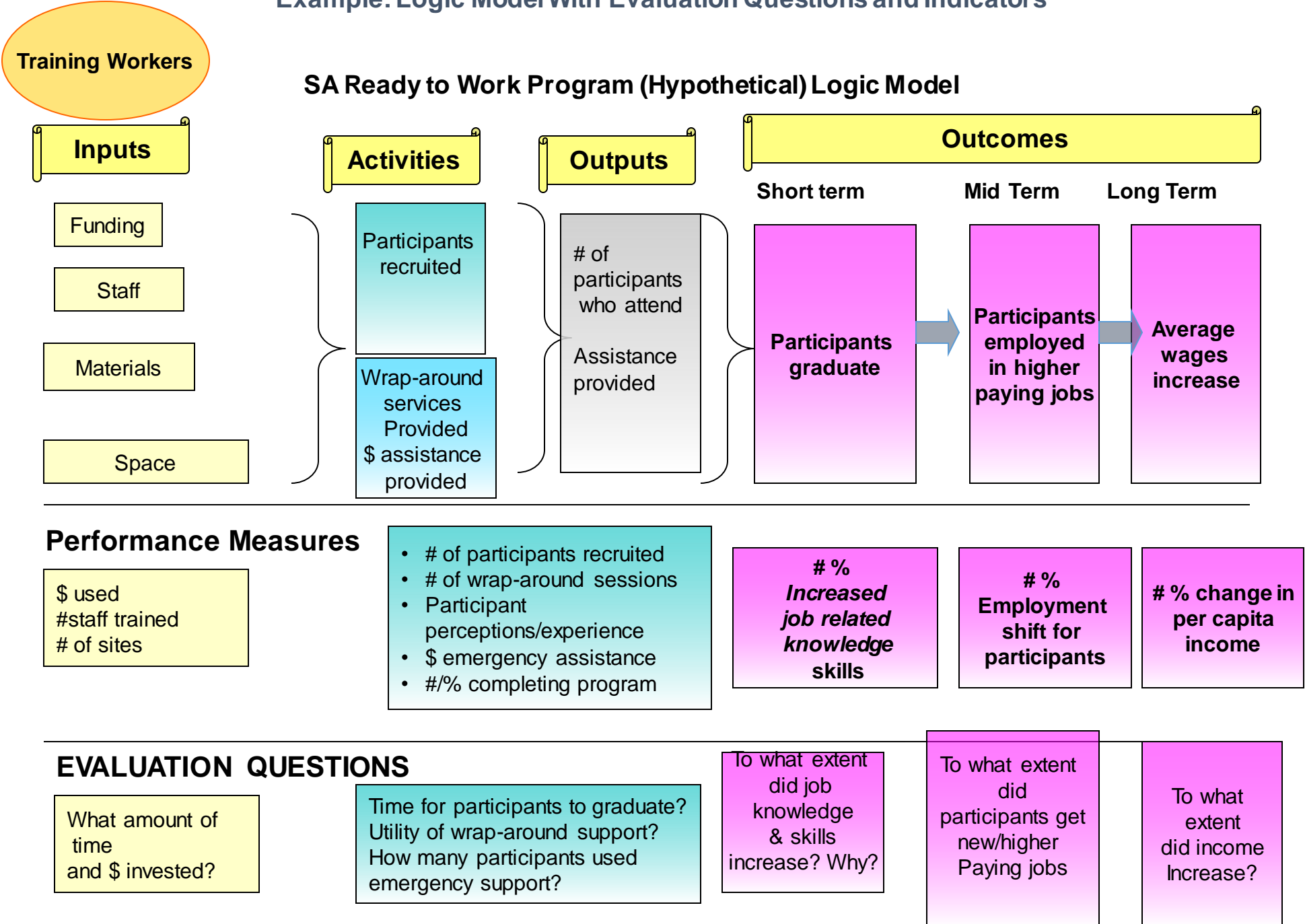
- In-depth, systematic study conducted periodically or on ad-hoc basis.
- Examines broader range of information on program performance than is feasible to monitor on an on-going basis.
- Explains why the results occurred.
- Longer term review of effectiveness.



# Relationship between Measurement and Evaluation

- Performance measurement data helps provide the information needed to conduct the evaluation and assess program performance.
- Lack of performance measurement data is a major obstacle to conducting an evaluation

Example: Logic Model With Evaluation Questions and Indicators



## Measures Across the Logic Model Spectrum

| Area                  | Definition   | Example Measure  |
|-----------------------|--|--|
| Resources/<br>Inputs  | Measure of resources consumed by the organization.   | Amount of funds, #of FTE; materials; equipment etc.  |
| Activities            | Measure of products and services provided as a direct result of program activities.                                | # of technical assistance requests responded to; # of products produced/delivered                |
| Customer Reached      | Measure of target population receiving outputs.  | % of target population trained; # of target population receiving technical assistance            |
| Customer Satisfaction | Measure of satisfaction with outputs   | % of customers satisfied with training; % of customers “very satisfied” with assistance received |
| Outcomes              | Accomplishment of program goals and objectives (short-term and intermediate outcomes, long term outcomes –impacts) | % change in knowledge;% change in behavior;% increase/decrease in a condition                    |



## What can Measurement and Evaluation do for a program?

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- Increase certainty that program goals & objectives are being met
- Identify what works well, what does not and why
- Identify program areas that need improvement
- Determine if allocated resources are yielding the greatest benefit



How do we  
define  
measure  
these?



How do we  
determine  
their impact  
on the  
outcomes?

# Guiding Principles



## Focused Approach

A strategic program should seek to reduce poverty through targeted solutions for maximum impact.



## Alignment

High-quality training and education, aligned with employer needs, drives long-term success.  
Today's and tomorrow's well-paid jobs require specialized preparation and knowledge.



## Equity

A workforce program should consider benefits and burdens to historically underserved populations.  
Additional supports are necessary to afford all San Antonio residents opportunities to succeed, regardless of their current circumstances.



## Collaboration

Through community collaboration and shared innovations, we can build a stronger and more inclusive workforce ecosystem.



# SA: Ready to Work

Program  
Begins  
Fall 2021

## Core Services



Workforce Training



Degree Completion



Wraparound Support



Emergency Financial Assistance

## Goals and Objectives

### Goals

- Unemployed, underemployed, or underserved residents can access and complete the program
- Training and education align with current and anticipated high-demand, well-paid careers
- Participants secure high-demand, well-paid careers

### • Objectives

- Increase access to industry-recognized certification training and college
- Provide wraparound services and emergency funding to ensure success
- Increase collaboration within the workforce ecosystem
- Promote accountability and adaptability throughout process





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Demographics.Texas.gov



@TexasDemography

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TEXAS   
DEMOGRAPHIC CENTER

# **SA: Ready to Work**

- 1. How does your business/agency measure success and what metrics do you use for the clients you serve?**
- 2. What data sources do you use to find information about the city?**
- 3. What commitment can your agency make to support the city WF ecosystem?**
- 4. What was the most meaningful thing you heard from this session?**

# **SA: Ready to Work**

## **Wraparound Support**

**Paige Shevlin**

Director of Policy and National Initiatives  
Markle Foundation

**Paulette L. Francois**

Chief Operating Officer  
CALCO Consulting Group



# San Antonio: Ready to Work Workforce Symposium

Wednesday, July 28, 2021

**CALCO**  
CONSULTING GROUP



## Session 2: Wrap-Around Services and Case Management

Building an Ecosystem for Success

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Presenter: Paulette Francois

Duration: 10:40AM – 11:50 AM

**CALCO**  
CONSULTING GROUP

# Benefits of Wrap-Around Services

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## Why Wrap-Around Services?

- ❖ Holistic customer centered services.
- ❖ Stronger relationships with partners to support the needs of customers.
- ❖ Shorter business-specific training period.
- ❖ Better prepared employees.
- ❖ To support the delivery of effective and impactful case management services.
- ❖ Because we have evidence it results in better outcomes for customers and programs.



# Case Management

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**Comprehensive Strengths-Based Service Needs Assessment** should be conducted after enrollment to best identify participants' service needs and inform a holistic and individualized services plan.





# Case Management Components



## PERSONAL

- Housing
- Food
- Health Care/ Mental Health
- Public Benefits
- Childcare
- Individual Relationships w/ Case Managers



## FUTURE-ORIENTED

- Career Exploration
- Goal Setting
- Education and Training
- Employability Skills
- Essential Work Skills
- Living Wage Jobs



## SOCIALLY-CONNECTED

- Multigenerational
- Social skills (parenting, time-management, and independent living)
- Peer groups and support activities



# Effective Wrap-Around Services and Case Management Ecosystem

## ❖ **BROAD**

- The needs of individuals are broad and unique

## ❖ **FUNDED**

- Stable funding from a variety of resources

## ❖ **CONNECTED**

- Resource map for referrals and warm hand offs
- Central sharing and communication system

## ❖ **SUPPORTED**

- Political and local support (e.g., San Antonio)

## ❖ **EVALUATED**

- Dashboards and standard metrics



# Effective Wrap-Around Services and Case Management Partners



## PARTNERS

- Nonprofits
  - Food Banks
  - Clothing
  - Housing
- Businesses
- Educational Institutions (e.g., Comm. Colleges and 4-yr Universities)
- Health Providers
- Legal Clinics



## SERVICES

- Healthcare (e.g., medical, mental, behavioral, substance abuse, etc.)
- Education & Childcare
- Food & Clothing
- Legal Services
- Placement
- Certification Funds
- Returning Citizens Support
- Language Translation



## Employ Prince George's Local Workforce Board

Website:

<https://www.employpg.org/>

### OVERVIEW:

Using WIOA ,state, county and private sector funds Employ Prince George's has been a model Local Workforce system on the east coast and around the country. They accomplished this by:

1. Focusing on both customers – the Job Seeker and the Businesses
2. Pushing the envelope at building sustainable wrap-around services and case management with great agility
3. Establishing key partnerships with a diverse group of community-based organizations
4. Providing cash assistance to customers in training and those in need of employment
5. Establishing a strong Wrap-Around service team to support the reopening of small businesses impacted by COVID
6. Utilizing a braided funding model to provide nonrestrictive wage assistance



# BEST PRACTICE EXAMPLE

**CALCO**  
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## Healthcare Apprenticeship Expansion Program (HAEP)- National

Website:

<https://www.argentum.org/haep/>

### OVERVIEW:

Hamilton Ryker, which supports Argentum's HAEP program, in partnership with [Family Scholar House](#) are working together to expand and create new apprenticeship pathways for healthcare. Argentum and its partners plan to enroll and support over 7,200 apprentices by February 2024. Case Managers (called "Participant advocates" for Family Scholar House) provide wraparound services in the following areas for low-income individuals:

- Support with pursuing secondary certificates or degrees, including apprenticeships
- Assistance in applying for necessary public benefits
- Opportunities to develop new skills in the areas of parenting, time-management, and independent living
- Regular individual meetings for goal setting, support counseling and referral to community resources
- Peer support activities to learn from other participants and program graduates

# BEST PRACTICE EXAMPLE





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**PAULETTE FRANCOIS, M.Ed.**

**CHIEF OPERATING OFFICER &  
VICE PRESIDENT OF WORKFORCE DEVELOPMENT**

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 [Paulette's LinkedIn Profile](#)



# **SA: Ready to Work**

- 1. What are some ways we can create stronger communication and partnerships between and among workforce agencies, employers, training providers, educational institutions, and government**
- 2. How can we ensure that our residents' most pressing challenges are being addressed?**
- 3. What systems can your agencies put in place to ensure that employees know the resources available in the city and how best to refer participants?**
- 4. What was the most meaningful thing you heard from this session?**

**SA: Ready  
to Work**

**Closing  
Remarks**



**SA: Ready  
to Work**

**Thank you  
for joining  
us!**

**RFP Pre-Bid  
meeting begins  
at 1:30pm in  
Cantilever Room**

# SA: Ready to Work

## Symposium

July 28, 2021



CITY OF SAN ANTONIO  
ECONOMIC DEVELOPMENT  
DEPARTMENT